

Appendix D

The Army

Major Commands (MACOMs)

The Army MACOMs perform a variety of missions: combat requirements developer and trainer; provider of combat forces to the combatant commands; specialized tasks; and materiel development and sustainment.

Regional MACOMs

U.S. Army Europe (USAREUR)

Headquarters: Heidelberg, Germany

Mission: USAREUR maintains a forward-deployed combat force, trained and ready; prepares for immediate power projection in order to conduct and support the full spectrum of joint and multinational operations; conducts engagement activities; protects U.S. forces and resources; conducts sustaining base operations;

and ensures the readiness and well-being of its personnel, in the theater or elsewhere as directed. Major Army command and Army component of United States European Command (USEUCOM).

Activities: USAREUR carries out operations on three continents and simultaneously acts as an agent of change for the Army. In 1999, USAREUR deployed combat forces to Albania and Kosovo; protected American allies with

Patriot deployments to Turkey, Israel and Saudi Arabia; and provided disaster relief in the Austrian Alps after some of the worst avalanches on record. USAREUR's 62,000 Europe-based soldiers respond rapidly to crises across the full range of military operations from Eurasia to Africa.

People: 88,200

Active duty: 62,000

Army Reserve: 900

Civilians: 10,200

Local nationals: 15,100

Website: www.hqusareur.army.mil



Eighth U.S. Army (EUSA)

Headquarters: Yongsan (Seoul), Korea

Mission: EUSA supports deterrence of North Korean aggression against the Republic of Korea (ROK). Should deterrence fail, EUSA supports noncombatant evacuation operations (NEO), transitions to hostilities, generates combat power to support the Commander in Chief, United Nations Command (CINCUNC)/Combined Forces Command's campaign, and provides combat support and combat service support to assigned, attached and other designated forces within the Korean



Theater of Operations (KTO). On order, conducts combat operations. U.S. major Army command whose ground and aviation forces come under operational control of the Combined Forces Command in wartime.

People: 34,017

Active duty: 25,516

Civilians: 8,501

Website: www.korea.army.mil/

U.S. Army Pacific (USARPAC)

Headquarters: Fort Shafter, Hawaii

Mission: USARPAC provides trained and ready forces to the commander in chief, U.S. Pacific Command (USCINCPAC) in support of military operations and peacetime engagements in the Asia-Pacific area of operations to contribute to regional stability, crisis response, and decisive victory.



USARPAC is also the Army component of U.S. Pacific Command, a Unified Combatant Command.

Activities: On an average day in 1999, USARPAC had more than 1,000 soldiers

deployed among nearly 30 nations/locations participating in numerous operations/exercises. Key exercises have been conducted in Thailand, Guam, Alaska, Japan, the Philippines and Singapore.

USARPAC also oversees, evaluates and supports the National Guard in Hawaii, Alaska and Guam, and has command and control of the Army Reserve in Saipan, Guam, American Samoa, Hawaii and Alaska. The 196th Light Infantry Brigade helps Army National Guard and Army Reserve units maintain mobilization readiness. Headquarters, 9th U.S. Army Reserve

Command augments active duty Army elements upon mobilization. The 29th Infantry Brigade of the Hawaii Army National Guard is one of 15 enhanced Separate Brigades (eSBs) nationwide.

As of March 2001, 1,230 USARPAC soldiers and Department of the Army civilians are engaged in 21 nations, participating in 24 medical, engineer, logistics, disaster relief, humanitarian, and civic action projects throughout the Asia-Pacific Theater, the United States, and other nations.

People: 33,344

Active duty: 18,513

Army National Guard: 5,509

Army Reserve: 3,010

Civilians: 6,312

Website: www.usarpac.army.mil

U.S. Army South (USARSO)

Headquarters: Fort Buchanan, Puerto Rico

Mission: USARSO is the executive agency for U.S. Southern Command and supports U.S. embassies and military groups throughout Central and South America and the Caribbean. USARSO is a major "hub" for deploying Army National Guard and Army Reserve forces to participate in humanitarian and civic-assistance exercises in Latin America. It also conducts



search-and-rescue missions and supports disaster-relief missions requested by host governments through the U.S. embassies. Major Army command and Army component of U.S. Southern Command.

Activities: USARSO played a major role in relief efforts for the Central American nations devastated by Hurricane Mitch in 1998.

Each year it conducts peacekeeping exercises that bring together hundreds of top military and civilian representatives from Latin American countries to cooperate and share experiences that promote democracy and stability in the region.

The threats include organized crime, international terrorism, environmental concerns, illegal migration, demining, and problems associated with uncontrolled demobilization of military and paramilitary forces. The challenges grow more complex because of the region's illegal trafficking in narcotics and arms, regional instabilities, and excessive maritime claims.

People: 1,722

Active duty: 749

Army Reserve: 233

Civilians: 740

Website: www.usarso.army.mil

Functional MACOMs

U.S. Army Training and Doctrine Command (TRADOC)

Headquarters: Fort Monroe, Virginia

Mission: TRADOC is the architect for the 21st century Army, while preparing soldiers to ensure that the Army can fight and win the nation's wars today. Missions include:

- ★ accessing the force;
- ★ training the Army for war;
- ★ setting the Army's standards and requirements;
- ★ commanding assigned activities and installations.

Activities: TRADOC is a partner in building the smaller, tailored, modernized, more lethal Army of the 21st century. Among its missions:

- ★ **Doctrine.** Sustains a shared vision of how the Army operates as a member of joint-service,

combined-arms and multinational teams. The vision is kept relevant by leading intellectual growth. Doctrine captures the view from the

"intellectual mountaintop" of the future, and anticipates change rather than reacting to it. Ideas typically lead physical change, but when "breakthrough" physical developments occur, doctrine rapidly synthesizes them.

TRADOC provides concepts incorporating these new developments into the larger picture. In future doctrine, the Army is the decisive ground force part-

ner in joint and combined operations.



- ★ **Training.** Trains leaders and soldiers at 27 service schools on 15 installations. TRADOC instills in its soldiers a strong warrior ethos and a desire for professional growth. Quality of training will not change; means and techniques will. New training techniques are supported by a system of tasks, conditions and standards that is a hallmark of Army training. The command is demonstrating the value of distance learning and the use of virtual, constructive and live simulations in training.

- ★ **Combat Developments.** Identifies Army requirements with a spirit of innovation that will enhance the broader Army process that translates concepts and requirements to production and acquisition. To assist in these efforts, TRADOC integrates the activities of 10 battlefield laboratories, which develop and experiment with concepts in battlefield dynamics. New ideas and equipment are tested in battle laboratories. Battle labs perform experiments through virtual and constructive simulations, and with soldiers in the field. Labs also led to streamlined procurement

methods. Advanced warfighting experiments (AWEs), instrumental in designing Force XXI, evolved from battle labs. Soldiers are the U.S. Army—enabled, not encumbered, by technology. Technology helps well-trained soldiers and leaders accomplish their missions.

People: 62,375

Military: 43,244

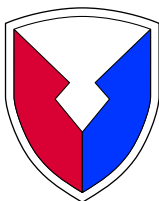
Civilians: 19,131

Website: www.tradoc.army.mil

U.S. Army Materiel Command (AMC)

Headquarters: Alexandria, Virginia

Mission: AMC is the Army's principal materiel-development and readiness command. AMC provides materiel readiness through technology, acquisition and materiel development, as well as



logistics power projection and sustainment across the spectrum of military operations. Its missions include the development of weapon systems, advanced research on future technologies, and maintenance and distribution of spare parts and equipment.

Activities: AMC works closely with industry, academe and other military services and government agencies to develop and acquire almost every piece of equipment soldiers and units need to accomplish their missions. AMC accomplishes its mission through eight major subordinate commands that direct the activities of numerous depots, arsenals, ammunition plants, laboratories and procurement operations. AMC has 59 installations in 39 states and more than a dozen

countries. AMC is the Army's premier provider of materiel readiness—technology, acquisition, materiel development, logistics power projection and sustainment—to the total force across the spectrum of joint military operations. From helmets to helicopters, AMC supports every soldier in every unit every day. If a soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it.

People: 58,870

Active duty: 1,830

Army Reserve: 423

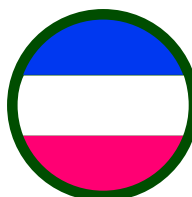
Civilians: 56,617

Website: www.amc.army.mil

U.S. Army Forces Command (FORSCOM)

Headquarters: Fort McPherson, Georgia

Mission: FORSCOM trains, mobilizes, deploys and sustains forces from the active and reserve



components that are capable of operating in joint and combined environments to meet worldwide operational commitments. In addition to its wartime mission, FORSCOM assists in civil defense, protects the nation from terrorism, and helps civil authorities respond to national disasters and emergencies. FORSCOM also supports counterdrug operations through Joint Task Force-6. It also provides

Third U.S. Army as the Army component to U.S. Central Command.

Activities: FORSCOM is the Army's largest major command and contains the bulk of the Army's combat forces. At any particular time, FORSCOM has 10,000 to 20,000 soldiers working away from their home station, and has soldiers deployed in more than 30 countries.

FORSCOM is also the Army component of U.S. Joint Forces Command (JFCOM). JFCOM's mission is to provide U.S. military forces where needed throughout the world and to ensure they are integrated and trained as unified forces ready for any assigned task. The FORSCOM commander functions as commander of the Army forces of this unified command and plans for and, on order, provides military support to civil authorities, including response to natural disasters and civil emergencies. FORSCOM also commands three Army corps: I Corps at Fort Lewis, Washington; III Corps at Fort Hood, Texas; and XVIII Airborne Corps at Fort Bragg, North Carolina. FORSCOM's two Continental U.S. Armies—First U.S. Army at Fort Gillem, Georgia, and Fifth U.S. Army at Fort Sam Houston, Texas—are responsible for training, mobilization and deployment support to reserve component units in FORSCOM. They also execute FORSCOM missions within their geographic areas of responsibility.

The Army National Guard can provide FORSCOM a balanced force of eight National Guard combat divisions, 15 enhanced Separate Brigades, and extensive combat support and combat service support units. Mobilizing the Army National Guard into active federal service would bring the total strength of FORSCOM to nearly two-thirds of the Army's combat ground forces.

A major subordinate command of Forces Command, the U.S. Army Reserve Command (USARC), headquartered in Atlanta, Georgia, commands all U.S. Army Reserve units in the continental United States, except those assigned to Special Operations Command. USARC units are part of the federal force and make their primary contribution to FORSCOM combat power in combat support and combat service support specialties, such as medical, civil affairs, transportation, maintenance and supply. Many USARC units are designated to deploy early for contingency operations worldwide.

People: 756,618 (upon mobilization)

Active duty: 193,551

Army National Guard: 356,628
(upon mobilization)

Army Reserve: 179,466

Civilians: 26,973

Website: www.forscom.army.mil

U.S. Army Special Operations Command (USASOC)

Headquarters: Fort Bragg, North Carolina

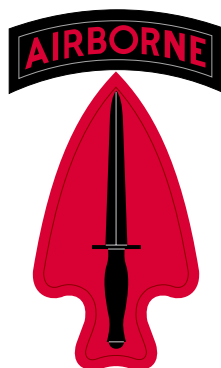
Mission: USASOC organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army Special Operations

forces (SOF) to successfully conduct worldwide special operations, across the range of military operations, in support of regional combatant commanders, U.S. ambassadors, and other agencies as directed. USASOC develops unique Special Operations doctrine, tactics, techniques, procedures and materiel in coordination with TRADOC, AMC and U.S. Special Operations Command (USSOCOM).

Activities: Army Special Operations forces comprise

Special Forces (SF), Ranger, psychological operations (PSYOP), civil affairs (CA), special operations aviation (SOA) and headquarters units. Special Forces Command exercises command and control over five active Special Forces groups and exercises training oversight of two Army National Guard SF groups.

★75th Ranger Regiment. Soldiers of the 75th Ranger Regiment are the masters of special light infantry operations. The missions of the



regiment's 1,600 personnel include conducting attacks to temporarily seize and secure key objectives, and other light infantry operations requiring unique capabilities. Like their Special Forces counterparts, Rangers can infiltrate an area by land, by sea or by air.

★ **160th Special Operations Aviation**

Regiment (SOAR). The 160th Special Operations Aviation Regiment is a unique unit, providing support to SOF on a worldwide basis with three types of modified helicopters. Capabilities of the 160th include inserting, resupplying and extracting U.S. and allied SOF personnel. They also assist in SOF search-and-rescue and escape-and-evasion activities.

★ **The U.S. Army Special Operations Support Command (Airborne).** This command provides the command and control organizational structure of the signal, support and material management functions. It also concentrates a dedicated, regionally-oriented coordination and liaison base that can provide combat and health services and communications planning to assure support for all Army special operations forces units.

★ **The U.S. Army John F. Kennedy Special Warfare Center and School.** The school has the two-fold mission of developing doctrine and providing training. Based at Fort Bragg since 1952, this organization conducts training courses for SF, CA, PSYOP and foreign area officers as well as training for survival, evasion, resistance and escape. It is also responsible for developing doctrine and new equipment for Army SOF.

★ **U.S. Army Civil Affairs & Psychological Operations Command.** The civil affairs forces, 97 percent of them in the Army Reserve, consist of three CA commands and eight brigades. CA units are designed to

prevent civilian interference with tactical operations, to assist commanders in discharging their responsibilities toward the civilian population, and to provide liaison with civilian government agencies. Psychological operations forces are currently organized into one active and two reserve groups. They disseminate truthful information to foreign audiences in support of U.S. goals and objectives. PSYOP units accomplish their mission by circulating messages in the form of leaflets, posters, broadcasts and audiovisual tapes. Each unit has its own intelligence and audiovisual specialists.

People: 25,950

Active duty: 13,300

Army National Guard: 3,400

Army Reserve: 8,300

Civilians: 950

U.S. Army Space and Missile Defense Command (SMDC)

Headquarters: Arlington, Virginia

Mission: SMCD serves as the Army's proponent for space and national missile defense, and as the Army's integrator for theater missile defense.

The command ensures that Army warfighters have access to space assets and the products they provide to win decisively with minimum casualties; and effective missile defense to protect the nation as well as its deployed forces and those of its friends and allies.

Activities: SMDC oversees a number of Army elements around the globe to accomplish its challenging and diverse mission.



U.S. Army Space Command, or ARSPACE, in Colorado Springs, Colorado, serves as the Army component to the U.S. Space Command, supporting the warfighter with space-based assets and capabilities. ARSPACE provides long-haul satellite communications to the warfighter through the worldwide Defense Satellite Communications System and manages the Army's astronaut detachment at the Johnson Space Center in Houston, Texas. Army Space Support Teams, composed of ARSPACE soldiers, provide units deploying on exercises, contingency and humanitarian operations with intelligence, planning and operational products. The forward-deployed Joint Tactical Ground Stations provide theater CINCs with the only in-theater tactical ballistic missile warning capability on the battlefield. The Global Broadcast Service Joint In-Theater Injection Terminal enables commanders to transmit large amounts of critical information for the prosecution of the fight.

People: 1,656

Active duty: 625

Civilians: 1,031

Website: www.smdc.army.mil

U.S. Army Military Traffic Management Command (MTMC)

Headquarters: Falls Church, Virginia

Mission: MTMC supports DoD and the mobilization community worldwide during peace and war with responsive planning, crisis response actions, traffic management, terminal operations, information management and deployability engineering. MTMC is the surface transportation component of U.S. Transportation Command.

Activities: MTMC manages, for the Department of Defense, the worldwide surface transportation of troops, equipment and personal property during peace and war. This entails single-port management, transportation and traffic management services, deployment planning and engineering,



and development of 21st-century technologies. MTMC is also the link between DoD shippers and the commercial surface transportation industry and, as DoD's port manager, maintains a presence in 26 ports worldwide. Major subordinate commands include Deployment Support Command, Fort Eustis, Virginia; Transportation Engineering Agency, Newport News, Virginia; 598th Transportation Group, Rotterdam, Netherlands; and 599th Transportation Group, Wheeler Army Airfield, Hawaii.

People: 5,245

Active duty: 264

Army Reserve: 2,432

Civilians: 2,549

Website: www.mtmc.army.mil

U.S. Army Corps of Engineers (USACE)

Headquarters: Washington, DC

Mission: USACE provides responsive, reliable engineering, construction management and environmental services in peace and war.

Activities: The civil works program includes navigation, flood control, environmental protection, disaster response, military construction, hydropower, recreation, research and development, and other missions. The military program includes construction of Army and Air Force facilities, base realignment and closure activities, installation support, military-contingency support, environmental restoration, strategic mobility, and international activities in 35 countries. USACE provides real estate acquisition, management and disposal for the Army and Air Force, and researches and develops advanced technology for mobility/counter-mobility, force protection,



and sustainment engineering. It also supports more than 60 federal agencies and responds to natural disasters and other emergencies as the nation's primary engineering agency.



Besides providing engineer services for small-scale contingency (SSC) operations, USACE also assists government agencies of emerging democracies and international organizations. In the United States

and its territories, it has repeatedly demonstrated an impressive capability for supporting emergency response activities in the wake of floods, hurricanes, earthquakes and other emergencies. USACE owns and operates 75 hydropower projects comprising 24 percent of all U.S. hydropower capacity, operates 383 major flood control reservoirs, and has emplaced over 8,500 miles of flood control levees. Its maintenance of navigation channels for America's harbors and inland waterways is essential to commerce and strategic mobility. By providing engineering and problem-solving expertise to more than 60 federal agencies, numerous state and local governments, and friendly nations, USACE continues its tradition of service to the United States and the Army.

People: 38,500

Active duty: 500

Civilians: 38,000

Website: www.usace.army.mil

U.S. Army Medical Command (MEDCOM)

Headquarters: Fort Sam Houston, Texas

Mission: MEDCOM provides direction and planning for the Army Medical Department in

conjunction with the Office of The Surgeon General; develops and integrates doctrine, training, leader development, organization and materiel for Army health services; and allocates resources and evaluates delivery of services. Three mission components:

- ★ **Project and sustain.** Ensure that military forces are deployed and sustained in a state of optimal health and fitness, equipped to protect themselves from disease and injury.
- ★ **Train, equip and deploy.** Ensure that the deploying medical units are capable of supporting the medical requirements of the deployed forces under any contingency.
- ★ **Manage and promote health.** Provide a continuum of accessible, cost-effective, quality care to support the health care needs of eligible beneficiaries.

Activities: The Army Medical Department is commanded by the Army Surgeon General, who



has the dual responsibility of advising the Army's leaders on health matters (the Surgeon General's job as a senior Army staff officer) and managing one of the largest, most complex health care delivery systems in the world. The department also provides trained medical specialists to the Army's combat medical units, which are assigned directly to combatant commanders. The Army Medical Department

includes the Army's fixed hospitals and dental facilities; preventive health, medical research, development and training institutions; and a veterinary command that provides food inspection and animal care services for the entire Department of Defense.

Soldiers are not the only ones who benefit from the work of the Army Medical Department. The American people benefit from the way the Army Medical Department enhances the Army's ability to defend the nation and its vital interests. American civilians also reap benefits from Army medical research, training and professional care. Army medical research has played a major role in the progress of public health and medical science. Many caregivers, medical technicians, health care administrators and researchers in civilian medical facilities received their training and experience in the Army. And Army medical soldiers are among the first in action when natural disasters such as hurricanes and earthquakes overtax civilian medical resources.

People: 53,165

Active duty: 27,097

Civilians: 26,068

Website: www.armymedicine.army.mil

U.S. Army Intelligence and Security Command (INSCOM)

Headquarters: Fort Belvoir, Virginia

Mission: INSCOM conducts dominant intelligence, security and information operations for military commanders and national decision-

makers. Charged with providing the warfighter the seamless intelligence needed to understand the battlefield and to focus and leverage combat power, INSCOM collects intelligence information in all intelligence disciplines. INSCOM also conducts a wide range of production activities, ranging from intelligence preparation of the battlefield to situation development, signals intelligence analysis, imagery



analysis, human intelligence, and science and technology intelligence production. INSCOM also has major responsibilities in the areas of counterintelligence and force protection, electronic warfare and information warfare, and support to force modernization and training.

Activities: INSCOM is a global command with four brigades that tailor their support to the specific needs of different theaters. Eight other groups or activities located worldwide focus primarily on a single intelligence discipline or function. They are available in a reinforcing role, enabling any combat commander to use INSCOM's full range of unique capabilities. INSCOM units support Army missions worldwide. Units are stationed in Germany, Japan, Korea, the United Kingdom, Hawaii and the continental United States. Army National Guard and Army Reserve units also support the INSCOM mission.

People: 11,000

Active duty: 9,000

Civilians: 2,000

Website: www.vulcan.belvoir.army.mil

U.S. Army Criminal Investigation Command (CID)

Headquarters: Fort Belvoir, Virginia

Mission: CID investigates felony violations of the Uniform Code of Military Justice and other criminal provisions of the United States Code in which the Army has an interest. The agency also provides protective services for senior Defense Department and Army leaders, and supports field commanders and communities to solve major and violent crimes.



Activities: As the primary provider of criminal investigative support to the Army, CID operates a forensic laboratory, criminal-records repository, procurement fraud unit, and counternarcotics investigations. It solves crimes, assesses the potential for crime, and prevents felony crimes against the Army, its soldiers, family members and employees. CID also provides forces for peacetime and battlefield investigations, including logistics security, criminal intelligence collection, criminal investigations, protective services operations and war crimes investigations. Using modern investigative techniques, equipment and systems, CID concerns itself with every level of the Army throughout the world in which criminality can or has occurred. CID searches out the full facts of a situation, organizes the facts into a logical summary of investigative data, and presents this data to the responsible command or to a United States attorney as appropriate. The responsible command or the U.S. attorney then determines what action will be taken.

People: 2,054

Active duty: 1,024

Army National Guard: 76

Army Reserve: 437

Civilians: 517

Website: www.belvoir.army.mil

U.S. Army Military District of Washington (MDW)

Headquarters: Fort McNair, Washington, DC

Mission: MDW responds to crisis, disaster or security requirements in the National Capital Region through implementation of various contingency plans, and provides base operations support for Army and Department of Defense organizations throughout the National Capital Region. Additionally, a variety of specialized support is provided including personal property shipping for the region, rotary-wing airlift, and



operation of the Arlington National Cemetery. MDW also conducts official ceremonies, locally and worldwide, on behalf of the nation's civilian and military leaders.

Activities: MDW is the home of the Army's official ceremonial unit, the 3d U.S. Infantry (The Old Guard) and the U.S. Army Band (Pershing's Own), two units that represent the

Army and the nation thousands of times each year. Both are familiar sights in the nation's capital. They participate in ceremonies including simple wreath ceremonies at the Tomb of the Unknowns, state funerals, and official arrival ceremonies for visiting chiefs of state and other dignitaries. The Army Band and The Old Guard perform for the "Twilight Tattoo" at the Ellipse during the summer months. The Army Band also performs concerts at the U.S. Capitol and the Washington Monument during the summer, as well as dozens of other special concerts throughout the year. MDW also produces the annual Army Ten-Miler, which takes place every October in conjunction with the AUSA Annual Meeting. America's largest ten-mile race is renowned for its esprit de corps, competition and runner support, and is recognized by *Runner's World* magazine as one of the top 100 races in the country.

People: 5,582

Active duty: 2,650

Civilians: 2,932

Website: www.mdw.army.mil